

## MEMORANDUM

March 20, 2015

TO: SENIOR STAFF

DATE: March 19, 2015

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We need to streamline and centralize our processes and responses to the constant barrage of press inquiries. This objective is obviously complicated by the variety of entities about which the media asks (*e.g.*, HRC office, Clinton Foundation, OWJC Office, the State Department, testing-the-waters support team, etc.), as well as the different people who have different responsibilities with respect to these entities. There are also legal boundaries that should be observed, particularly with respect to the Foundation and to matters that may be the subject of Congressional oversight.

Currently, we have had overlapping reviews and approvals on potential media responses, and quite frankly, too many people talking to too many people, creating confusion around the facts as well as slowing down our responses.

To streamline and centralize how we manage what are likely to be an enduring series of press gotcha stories and oppo hits by outside groups and Congressional investigators, I propose the following structure:

- ☐ Jennifer, who will begin volunteering full-time on Monday, will be charged with responding to all press inquiries or attacks from outside parties, including Republicans on the Hill. During the testing the waters phase, Jennifer will be the point of contact for all entities outside the testing the waters team, as well as individuals who might be of assistance in addressing media inquiries (*e.g.*, David Kendall and other Williams & Connolly attorneys, Cheryl Mills and Heather Samuelson in their capacities as attorneys for Secretary Clinton, as well as Philippe Reines and Nick Merrill acting as the former Secretary's media advisor and spokesperson). Should Secretary Clinton decide to announce she is exploring a run for office, Jennifer will continue to be the point of contact for all entities outside the exploratory committee.
  - ☐ With respect to any particular inquiry, Jennifer will either manage directly for the team and the potential exploratory committee or assign it to Kristina Schake, Tony Carrk or other personnel she identifies to assist her in gathering information or crafting a response.
  - ☐ She will also be responsible for final sign off on any statements issued by Nick on behalf of the Secretary and by any exploratory or campaign committee should one be formed;
- ☐ Accordingly, other people should stop making inquiries of the outside entities and advisors unless authorized by Jennifer.
- ☐ To the extent outside entities or advisors receive inquiries directly, information is being passed to them about stories in the works, intelligence or even rumors are passed along to them from Hill sources, you should make every effort to get that information to Jennifer immediately so she can take action or set up an appropriate channel of information gathering.

It is important for everyone to appreciate that inquiries regarding many matters will continue to be managed and responded to by the entities outside of the testing the waters team or any exploratory or campaign committee that may be formed.

Specifically:

- ☐ Inquiries about the Foundation will be directed to, handled by and responded to by Foundation staff. No other entity can or should direct or even give the appearance of directing the activities of the philanthropic resources at the Foundation. The points of contact at the Foundation for Jennifer and her team should be limited to Craig Minassian and Maura Pally.
- ☐ Inquiries about the Benghazi Special Committee or other investigating committee requests should be coordinated with and reviewed by David Kendall with support from Cheryl and Heather.
- ☐ With respect to inquiries about the Secretary's tenure at State, including any underlying factual matters concerning the Benghazi incident and its aftermath, responses to inquiries should be coordinated with Cheryl, Philippe, and Jake.
- ☐ Inquiries about President Clinton's business affairs, speeches, schedule, etc. should be directed to and responded to by the Office of William J. Clinton. The points of contact at the President's Office for Jennifer and her team should be Tina Flourney and Matt McKenna.
- ☐ Finally, inquiries about related to any testing-the-waters or campaign committee -- legal issues, fundraising practices, etc. -- should be coordinated with Marc Elias at Perkins Coie.

Given that there are multiple entities and multiple equities that are at issue in various matters, it is imperative that we all keep two things in mind: First, we need to all be disciplined about centralizing this function with Jennifer and a small team of researchers and communicators. Second, that we prioritize giving that team the information they need and any approvals that are necessary in a timely fashion.